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4 June 1984

NOTE TO: All NIOs

FROM : Chairman, National Intelligence Council

SUBJECT: Collegial Review of Estimates [REDACTED]

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1. I am aware that some of you call on your NIO colleagues for comment on estimates for which you are responsible. I am also aware that Herb has organized periodic ad hoc groups of NIOs to review particular estimates. [REDACTED]

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2. I believe the time has come to regularize this consultation and extend it to virtually all of the formal products of the NIC. I would appreciate your sending me a list of estimates and IIMs you have underway and the NIOs with whom you are already consulting and with whom you believe it would be appropriate to consult on each. I believe this process will be most valuable if it begins with the conceptualization of the estimate and proceeds through each successive phase. I urge you to keep in mind those of your colleagues with broader responsibilities such as Maurice, Dave Low, Ted, Fritz and Hal. [REDACTED]

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3. From now on, whenever you propose an estimate or an estimate is assigned, you should create an NIO panel and inform both Herb and me of the members. Your consultations can either be individual or in meetings -- flexibility and your convenience are important -- but I am convinced that the overall quality and sophistication of our work can be improved by greater collegial collaboration. [REDACTED]

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4. I will expect your reports on present consultations referenced above by COB 8 June. [REDACTED]

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[REDACTED]
Robert M. Gates~~CONFIDENTIAL~~Cl By Signer
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